178
*249 pliers were presented with accounts showing how much cane
571 had been sent to the mill, the price, how much the factory had
452 paid the bank on the supplier's loans, how much had been ad-
407 vanced the supplier for his cane, and how much was still owed
178 the supplier, discounting the costs of services received from
*249 the factory facilities. This has been traditional practice, not
571 only at Usina São Pedro, but also at the other factories of the
407 area. Now, however, Usina São Pedro expects to receive
• 437 cash at the moment of the transaction for each such service
the supplier receives. In addition, the factory has gradually
cut down on the number of services it offers the suppliers.
This has been particularly serious regarding services of the
mechanics, as the private suppliers have no other source of
repair for their machines except in the city; taking them into
the city costs a great deal of time and is more expensive than
were the services performed by the factory mechanics.

178
*249 The new managers at first charged an automatic discount
571 upon the cane tonnage supplied by each private plantation. This
432 resulted in a considerable loss of money at the end of the year
[656] for each private supplier, thereby straining even more the
relations which daily were becoming more and more disagree-
able. Any question of scale and tonnage is a touchy one for
private planters, who sell their cane by the weight. The dis-
count charged on general principles by the factory was so
serious a matter that several of the private suppliers united
and called the Institute of Sugar and Alcohol to their defense
and succeeded in correcting the situation. This was a "first"
for Usina São Pedro, where such a thing had never before
happened, and where such a recourse is considered an ex-
treme.

178
*249 Social relationships between the private planters and the
571 managers of the factory are almost nonexistent. Whereas a
few years ago the factory was the central gathering point for
the social life of the planters of the area, it is now a place to
be avoided. In addition to making working conditions difficult,
the new managers and their families are "outsiders" in this
small, closed plantation society, with different backgrounds
and manners. As a result of the new conditions, the private
planters are spending more time on their plantations than be-
fore, but their social life rotates from one plantation to an-
other, skipping the factory nucleus. This pattern is also re-
flected in the activities of the resident workers, who are up-
set at the treatment shown to the older employees of the fac-